



Pacific  
Community  
Communauté  
du Pacifique

## COMMUNIQUÉ

### OF THE TENTH CONFERENCE OF THE PACIFIC COMMUNITY

(Noumea, New Caledonia, 27 July 2017)

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1. The Tenth Conference of the Pacific Community (SPC) met on 27 July 2017, at the Headquarters of the Pacific Community (SPC) in Noumea, New Caledonia. Following the opening prayer by H.E. Baron Divavesi Waqa, President of the Republic of Nauru, and words of welcome from Pacific Community Director-General, Dr Colin Tukuitonga, Hon. Billy Talagi, Acting Premier of Niue, gave the initial address on behalf of the outgoing Chair of the Ninth Conference of the Pacific Community, Hon. Sir Toke T. Talagi. New Caledonia was then invited to take on the role as Chair of the Tenth Conference, and Hon. Philippe Germain, President of the Government of New Caledonia, made his opening statement as Chairperson. The French Minister for Overseas Departments and Territories, Hon. Annick Girardin, then addressed the Conference on behalf of France, as host State to SPC. Vice-Chair of the Conference was H.E. Hilda C. Heine, Ed.D, the President of the Republic of the Marshall Islands (RMI). The biennial meeting was also attended by:  
Hon. Henry Puna, Prime Minister of the Cook Islands  
H.E. Peter M. Christian, President of the Federated States of Micronesia  
H.E. Baron Divavesi Waqa, President of the Republic of Nauru  
Hon. Tuilaepa Lufesoliai Sa'ilele Malielegaoi, Prime Minister of the Independent State of Samoa  
Hon. Charlot Salwai Tabimasmas, Prime Minister of the Republic of Vanuatu  
Hon. Billy Talagi, Acting Premier of Niue  
Hon. Teva Rohfritsch, Vice-President of French Polynesia  
Hon. Kourabi Nenem, Vice-President of the Republic of Kiribati  
Hon. Siaosi Sovaleni, Deputy Prime Minister of the Kingdom of Tonga  
Hon. Concetta Fierravanti-Wells, Minister for International Development and the Pacific of the Government of the Commonwealth of Australia  
Hon. Faiyaz Koya, Minister for Industry, Trade, Tourism, Land and Mineral Resources of the Government of Fiji  
Hon. Alfred Ngaro, Minister for Pacific Peoples, Minister for the Community and Voluntary Sector, Associate Minister for Children, Associate Minister for Social Housing of the Government of New Zealand  
Hon. Faustina Rehuher-Marugg, Minister of State of the Republic of Palau  
Hon. Milner Tozaka, Minister of Foreign Affairs and External Trade of Solomon Islands  
Mr Eleasalo Ale, Attorney General of American Samoa  
Mr Jay Rojas, Administrator of the Guam Economic Development Authority  
Ms Shirley Camacho-Ogumoro, Special Assistant for Administration, Office of the Governor, Commonwealth of the Northern Mariana Islands  
H.E. Lucy Bogari, Special Envoy of the Government of Papua New Guinea  
Mr Leslie Jaques, Councillor of the Pitcairn Islands  
H.E. Temate Melitiana, High Commissioner of Tuvalu to Fiji  
H.E. Judith Cefkin, Ambassador of the United States of America to Fiji, Kiribati, Nauru, Tonga and Tuvalu  
Mr Jean-Francis Treffel, Prefect, Superior Administrator of Wallis and Futuna.

2. Invited dignitaries included Mr Pascal Lamy, European Commission High Level Facilitator for the Outreach Activities on the Post-Cotonou Agreement, and Mr Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA). The following observers and partners also attended: Tevita G. Boseiwaqa Taginavulau, Director, Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), Mr Andrew Jacobs, Ambassador, the European Commission, Ambassador Amena Yauvoli, Director General, Melanesian Spearhead Group (MSG), Dame Meg Taylor, Secretary General, the Pacific Island Forum Secretariat (PIFS), Mr Kosi Latu, Director General, the Secretariat of the Pacific Regional Environment Programme (SPREP), Ms Alice Cheng Wei Wei, Deputy Director, Asia Pacific, Singapore Ministry of Foreign Affairs, Mr Christopher Cocker, South Pacific Tourism Office (SPTO), Ms Osnat Lubrani, UN Resident Coordinator and UNDP Resident Representative, United Nations Development Programme (UNDP), Mr Sheldon Yett, Pacific Representative, UNICEF Pacific, and Ms Pritika Bijay, Regional Programme Coordinator, the University of the South Pacific (USP).
3. The meeting was held at SPC Headquarters in Noumea, New Caledonia, and Pacific Community members expressed their deep gratitude for the warm and generous hospitality of New Caledonia, and recognised the excellent work and presence of the Pacific Community in the Pacific region over the past 70 years.

**Thematic session: Innovative Partnerships for Sustainable Development; Adoption of the *Pacific Community 70th Anniversary Declaration***

4. Conference deliberated on the theme – Innovative Partnerships for Sustainable Development – and heard with great interest addresses from the distinguished panel of keynote speakers: H.E. Hilda C. Heine, Ed.D, President of the Republic of the Marshall Islands, Mr Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA), and Mr Pascal Lamy, High Level Facilitator for the Outreach Activities on the Post-Cotonou Agreement. Members acknowledged the theme as a fitting one, with Conference falling on the occasion of the 70th anniversary of the Pacific Community, providing an opportunity to reflect on the many lessons learned as the organisation continues to provide service to the region, particularly to communities that rely on it the most. Conference observed that the rich cultural values of Pacific peoples have provided a strong foundation and clear path towards the sustainable development of the region and its people. Modern challenges include threats to the oceans that provide sustenance, the disappearance of small islands, climate change, and other vulnerabilities. Conference acknowledged that the security of peoples in the region has never been as compromised, and that the complexity of these vulnerabilities requires transformative solutions.
5. Conference affirmed that the wellbeing of Pacific people must be placed at the forefront of any sustainable development agenda and plans for the future. Conference heard that the region needs organisations and partnerships that are committed to maintaining their core principles, but that are flexible, adaptive and practical in meeting new challenges. Conference agreed that these issues will be most effectively addressed through innovative, inclusive partnerships, and replicating successful, tailored solutions, while considering non-traditional partners. Conference discussed examples of innovative partnerships and initiatives at the country level.
6. Conference acknowledged common priorities for development in the region, which include ensuring food security, sustainable maritime transportation, aviation and air services, and preserving crops and other resources, and cultures that are at the heart of Pacific identity. Conference commended the Pacific Community Strategic Plan 2016–2020, and encouraged the implementation of this plan to remain closely linked to the theme of this year’s Conference, as well as to regional priorities.
7. Conference affirmed that innovative partnerships for sustainable development would be critical to achieving the vision outlined in the Sustainable Development Agenda and the S.A.M.O.A. Pathway,

and that CROP agencies remain highly relevant as lending support to national and regional development goals. It is important that CROP agencies remain committed to working together effectively for common goals, enabling the efficient delivery of services and avoiding duplication. Conference indicated support for regional approaches to development, while recognising the importance of sub-regions working together on common challenges.

8. Conference acknowledged the excellent initiative of New Caledonia in its sponsorship of the *Pacific Community 70th Anniversary Declaration* (Declaration). Conference acknowledged and congratulated SPC on its new technical cooperation agreement with the IAEA, acknowledging that nuclear technology plays a far larger role in people's daily lives than many realise. Conference supported the Declaration's tasking of SPC with establishing a *Pacific Community Centre for Ocean Science* across SPC's work programmes, and exploring the purpose and feasibility of developing a multi-stakeholder *Pacific Hub for Learning and Innovation*.
9. Conference noted the need to improve the way the Pacific Island countries and territories share resources and tools to assist sustainable development, and to promote and uphold universal Pacific heritage. Conference acknowledged that, while it has been made clear to the world that the Pacific will be among the first victims of climate change, the region has not successfully communicated and promoted the richness of Pacific resources and wealth, and that this global heritage must be protected for future generations.
10. Conference:
  - i. considered the proposed partnerships set out in the paper, as well as those that arose from discussions on the theme;
  - ii. affirmed that the Secretariat should continue to build, develop and strengthen partnerships with its members, development partners and any other organisation or agency that wants to work constructively and in keeping with SPC's values for the benefit of the peoples of the Pacific region.

### **Director-General's overview**

11. Conference heard the Director-General's description of the situation of education in the Pacific region, and the challenges that it raises. The D-G highlighted the work of EQAP, and its excellent work on PILNA (Pacific Islands Literacy and Numeracy Assessment), which indicates that while literacy and numeracy is improving, boys' achievement lags that of girls. Conference heard about the key health and wellbeing issues, including life expectancy, non-communicable diseases, and health infrastructure, and that while the issues are complex, Pacific people are suffering from foods that are high in fat and sugary drinks. Conference heard about a range of responses that SPC supports through its Public Health Division and its various programmes, and the Land Resources Division dealing with food security. The Pacific region's record on gender and human rights is a long way from where it should be, and that while SPC is not acting in the area of human rights advocacy, SPC supports legislatures in developing legislation and policy to address human rights, including gender empowerment and addressing violence against women. Conference heard the D-G discuss the issue of climate change, as a critical issue facing the Pacific. The D-G described SPC's provision of data for tuna stock for over 30 years – describing how this data provides the basis of a number of organisations working to ensure the sustainability of fish stocks in the Pacific. Conference heard of SPC's other thematic programmatic work, including Pacific statistics. Conference heard that CROP agencies work well together, and have a mature approach to dealing with the difficult resource environment.

12. Conference commended the Director-General on making efforts to transition to a sustainable financing model, and to update the organisation's systems and processes to ensure that it remains fit for purpose. Conference applauded the effort to set and reset SPC's priority areas, to ensure that the organisation remains able to focus on areas in which it has specific strengths. Conference acknowledged that the demand on SPC's resources and services consistently exceeds its capacity to deliver. Conference applauded SPC for the seed bank programme of the Centre for Pacific Crops and Trees (CePaCT), and heard that the centre operates to conserve important plant genetic diversity.
13. Conference commended the Director-General on his efforts and those of the executive team and of the staff of the organisation, and for working to make a difference to the lives of Pacific people.
14. Conference:
  - i. recognised the Pacific Community's achievements over the past 18 months, current and future challenges and priorities for action;
  - ii. agreed that the Secretariat should continue with its increased engagement at the national level through country-led strategies;
  - iii. acknowledged the Secretariat's commitment to implementing a range of measures designed to address the immediate and ongoing effects of its financial challenges and its progress towards achieving sustainable financing of the organisation;
  - iv. reaffirmed the importance of prioritisation of SPC services to focus on high impact areas consistent with its mandate and capabilities;
  - v. acknowledged the efforts of members who pay their assessed contributions promptly, and encouraged members with arrears to settle them as soon as possible;
  - vi. recognised SPC's efforts to support members in the aftermath of natural disasters and urged continuation of these efforts consistent with national requirements, humanitarian concerns, and SPC's specific capabilities and resources;
  - vii. thanked SPC's development partners for their continued support and encouraged them to align this support with the goals of the Pacific Community Strategic Plan 2016–2020;
  - viii. acknowledged that the staff of the Pacific Community have been directly impacted by the process of prioritisation and measures taken to implement a sustainable financing plan, and recognised their contribution to addressing the organisation's financial situation.

**Letter from the Chair of CRGA 47 to the Chair of the Tenth Conference – Adoption of recommendations of CRGA 47 to Conference**

15. Conference heard a brief report from the Chair of the 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA 47), in relation to the pertinent issues discussed by CRGA 47. The Chair of CRGA 47 expressed gratitude and appreciation, on behalf of CRGA, for the hard work of the Director-General and the staff of SPC.

16. Conference:

- i. adopted the Pacific Community Governance Arrangement (attached as Annex A);
- ii. adopted the draft Standards of Conduct for the Director-General of the Pacific Community (attached as Annex B).

**Eleventh Conference of the Pacific Community, and election of Chairperson and Vice-Chairperson**

17. Conference was updated by the Director-General on the general practice for determining the location of Conference, which as a matter of practical consideration of costs has conventionally been held at SPC's Headquarters in Noumea. Conference acknowledged with appreciation an offer from Cook Islands to host the Eleventh Conference of the Pacific Community in 2019, and agreed that the Pacific Community will continue discussions with Cook Islands in relation to the proposal, particularly in relation to budgetary matters.

18. Conference acknowledged with appreciation the offer from Cook Islands to host the 11th Meeting of the Conference of the Pacific Community, and acknowledged the acceptance by Nauru the Vice-Chair responsibilities for the Conference.

19. Conference:

- i. agreed that the 11th Meeting of the Conference of the Pacific Community will be convened in Cook Islands, in June 2019, with Cook Islands as Chair, and noted Nauru's acceptance to be Vice-Chair;
- ii. agreed that the Secretariat will discuss and finalise practical modalities with the Government of Cook Islands.

**Director-General's performance assessment**

20. Conference approved the recommendations put to it by CRGA on the re-appointment of Dr Colin Tukuitonga to a further two-year term as SPC Director-General, from 18 January 2018 to 18 January 2020.

**Adoption of Conference Outcomes**

21. Conference recognised the work done during the 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA), which took place at SPC headquarters, on 25 and 26 July 2017, under the able chairing of New Zealand, and:

- i. adopted the Pacific Community 70th Anniversary Declaration (attached as Annex C);
- ii. adopted the present outcomes.

**Annex A**

**PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT**



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# PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT

(JULY 2017)

Adopted by the 10th Conference of the Pacific Community  
Noumea, New Caledonia

## **I - Introduction**

1. The *Pacific Community Governance Arrangement* describes the Pacific Community (SPC) and its major governance bodies and mechanisms.<sup>1</sup> This Arrangement may be revised to incorporate relevant decisions of the Conference of the Pacific Community, in accordance with the rules and procedures set out in the Rules of Procedure for the Conference of the Pacific Community.
2. The *Pacific Community Governance Arrangement* is not a legal document. It does not replace, modify or amend any of the provisions of the Agreement establishing the South Pacific Commission 1947 (Canberra Agreement) or the subsequent amendments thereof. The *Pacific Community Governance Arrangement* sets out the administrative practice that members of the Pacific Community have determined to implement as regards governance of the organisation. The *Pacific Community Governance Arrangement* supersedes all prior policies and resolutions on SPC's governance arrangements until such time as the Canberra Agreement is modified to integrate such practices into the international treaty that established SPC.

## **II - Governance**

3. SPC's mandate and role are set out at article IV of the Canberra Agreement, as amended. This mandate and the organisation's strategic direction are further detailed by means of a multi-year Strategic Plan adopted by the organisation's governing body, together with relevant decisions of the Conference of the Pacific Community.
4. SPC's headquarters is located in Noumea, New Caledonia.
5. SPC may have decentralised offices in other member countries and territories.<sup>2</sup>
6. SPC, its governing body and any subsidiary or auxiliary bodies are served by the Pacific Community's Secretariat (the Secretariat), as provided by article XIII of the Canberra Agreement, as amended.

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<sup>1</sup> These are primarily drawn from the Agreement establishing the South Pacific Commission, 1947, and subsequent amendments, together with decisions of the Conference of the Pacific Community.

<sup>2</sup> Currently, SPC has regional offices in Fiji and the Federated States of Micronesia, and a presence in Melanesia through a country office in the Solomon Islands and a senior officer of the Secretariat based in Vanuatu.



### ***The Conference of the Pacific Community (the Conference)***

7. The Conference is SPC's governing body. It meets every two years at the ministerial level. Meetings of the Conference generally are held at SPC's headquarters. Other members can, however, offer to host the Conference. In this case, the obligations of the host country are to be determined by the Secretariat and the host country.
8. The Conference is charged with establishing the high-level, strategic orientations of the organisation, either on its own behalf or in response to recommendations for change submitted by the Secretariat through CRGA.
9. The Conference appoints the Director-General and decides on renewal of his/her contract based on an evaluation of the Director-General's performance carried out by CRGA. The criteria and procedure for the appointment of the Director-General are adopted by the Conference and are included in Annex 1 to this Arrangement.
10. The Conference decides on applications for membership and observer status of the organisation in accordance with the Policy on Membership and Observer Status of the Pacific Community, adopted at the 9th Conference of the Pacific Community.
11. The Conference adopts and modifies its Rules of Procedure. These Rules of Procedure, including appointment of the Chairperson and Vice-Chairperson, are set out in Annex 3 to this Arrangement.
12. The official languages of the Conference, its subsidiary and auxiliary bodies are English and French.

### ***The Committee of Representatives of Governments and Administrations (CRGA)***

13. CRGA is a subsidiary body of the Conference. CRGA meets annually at senior officials' level.
14. In years that the Conference does not meet, Conference has delegated powers to CRGA to decide on all matters that would normally be examined by the Conference, except appointment and renewal of the Director-General.

15. In the years that the Conference is held, CRGA meets immediately prior to the Conference at the same venue. CRGA makes decisions on its own agenda. It only refers decisions or makes recommendations to Conference on matters which fall within the scope of the Conference's high-level, strategic mandate.
16. CRGA's primary roles include, but are not limited to, monitoring implementation of the Pacific Community Strategic Plan, adopting the organisation's budget and providing governance oversight and guidance to the Secretariat.
17. When considering SPC's budget, CRGA is guided by the organisation's priorities and overall strategy as expressed in the Pacific Community Strategic Plan and decisions of the Conference, together with the needs expressed by members and the Secretariat. Due consideration is also to be given to the outcomes of regional heads of sectors/ministerial meetings and decisions by other governing bodies of the Council of Regional Organisations in the Pacific CROP, particularly those made by Pacific Leaders, that may impact on the work and resources of SPC.
18. CRGA considers the annual accounts and audit reports and adopts administrative Regulations for the Secretariat. CRGA delegates administrative policy adoption and implementation to the Director-General. Significant changes to the terms and conditions of Secretariat staff are referred to CRGA for approval.
19. As provided for in Annexes 1 and 2 to this Arrangement, CRGA assists Conference in the appointment process of the Director-General and conducts the performance evaluation of the Director-General. The procedure and criteria for (a) the appointment and (b) the performance evaluation of the Director-General are adopted, respectively, by the Conference [for (a)] and by CRGA [for (b)], and are included for reference in Annexes 1 and 2 to this Arrangement.
20. CRGA adopts its Rules of Procedure. These Rules of Procedure, including appointment of the Chairperson and Vice-Chairperson, are set out in Annex 4 to this Arrangement.

#### ***The Director-General***

21. The Director-General is the chief executive officer of SPC. The Director-General has full responsibility and authority to lead and manage the Secretariat and to represent, promote and defend the interests of SPC within the guidelines and regulations established by Conference and CRGA. The Director-General develops the vision, sets

the goals, makes proposals to CRGA and the Conference on the range of services SPC may provide to its members, and makes decisions relating to the delivery of such services. The Director-General is fully accountable to CRGA and the Conference for any failure to meet the organisation's objectives or violation of the organisation's regulations and standards of conduct.

22. The Director-General has the authority to appoint Deputy Directors-General through an open and transparent selection process. Their performance is appraised annually by the Director-General.
23. The Director-General can delegate powers and responsibilities to the Deputy Directors-General and other selected Secretariat staff in order to ensure the effective and efficient operation of the Secretariat and implementation of the organisation's activities. Such delegations are included in a Manual of Delegations compiled by the Secretariat.
24. The Director-General may modify the structure of the Secretariat from time to time to maintain organisational efficiency. Approval of the Conference is required for major change involving considerations of strategic direction and/or significant, unbudgeted cost increases. In years when the Conference does not meet, such approval is obtained from CRGA.
25. The Director-General informs members of the state of SPC's administration and work programmes, together with any other significant matters, through an annual report tabled at CRGA. The results of SPC's work programmes are communicated to members by means of an annual Pacific Community Results Report.

#### ***Membership and Observer Status***

26. Rules and procedures relating to accession to the Canberra Agreement, membership and observer status with the Pacific Community are dealt with by article XXI § 66-67 of the Canberra Agreement, as amended, and in the SPC Policy on Membership and Observer Status adopted by the 9th Conference of the Pacific Community in 2015, which superseded all prior Pacific Community policies and resolutions on membership and observers.
27. The list of members of the Pacific Community is included for reference in Annex 5 to this Arrangement and may be updated by the Secretariat as required.

### ***Regulations, Rules and Policies***

28. 'Regulations' are adopted by the Conference or, in years when Conference does not meet, by CRGA. They outline the basic conditions of service and the rights, duties and obligations of the staff members of the Secretariat (Staff Regulations) and the basic financial policies of the organisation (Financial Regulations).
29. The Director-General has the responsibility for drawing up and implementing detailed Rules and Policies within the framework provided by the Regulations. The Director-General has the power to modify such rules and policies as required from time to time in response to changes in the context in which the Secretariat operates.

### ***Human resources***

30. SPC is an equal opportunity employer. Staff appointments are based on merit, without restriction as to nationality. Due attention is given to gender equity and the maintenance of strong representation from Pacific Island professionals. Preference is given to Pacific Island applicants, given equal merit, qualifications and experience. All staff are employed on fixed-term contracts. The duration of such contracts and the conditions under which they may be renewed, together with the salary levels and allowances of SPC staff, are fixed in the Secretariat's Staff Regulations and Policies.
31. The Secretariat participates, alongside other agencies, in work to coordinate and, where possible, harmonise approaches to remuneration levels between agencies. The Secretariat makes recommendations, as necessary, on the appropriate staff remuneration structure for adoption by CRGA or the Conference, taking into account the specific needs, size, recruitment pool and strategic positioning of SPC. Such recommendations may take into account, where appropriate, work on a coordinated approach to remuneration levels between organisations participating in CROP.

### ***Finances***

32. SPC's budget is derived from:
  - (a) assessed annual membership contributions and other sources, such as bank interest, project management fees and miscellaneous income; and
  - (b) programme and project funding received from some members, donors and development partners.
33. Project management fees are applied to programme and project funds at a rate of 15 per cent of the total programme/project budget. Where a development partner refuses

the application of a 15 per cent project management fee, the Secretariat makes every effort to ensure direct costs and indirect costs are taken into account in the project budget beyond the level of the management fee accepted by that development partner.

34. Funding received under 32(a) is considered recurrent income, over which the Director-General has discretion as regards allocation to the activities of the Secretariat.
35. Funding received under 32(b) is usually time-bound and not systematically recurrent. Such funding is generally targeted at specific projects or activities, or, in the case of programme funds, to more flexible support for implementing the approved business plans of the Secretariat's technical programmes and divisions.
36. Increases to members' assessed contributions are possible, but require the Secretariat to submit a business case for any such increase for consideration and adoption by CRGA and the Conference.
37. The formula for calculation of assessed contributions is reviewed by the Secretariat as the need arises.
38. The Director-General revises the budget during the course of the year in line with the financial regulations. Any such revision aims to achieve a balanced budget or a surplus.

### ***Relationship with members***

#### *Privileges and immunities*

39. Pacific Community members, including the host governments of SPC offices, have the responsibility of undertaking to secure such legislative and administrative provision as may be required to ensure that SPC, and Secretariat officers and staff, are granted privileges and immunities in line with the international conventions that apply to organisations of a similar nature throughout the world. Following the example of the Headquarters Agreement between the Government of the French Republic and the Pacific Community (2003), members should consider developing and concluding formal host country or privileges and immunities agreements between SPC and member countries to ensure consistent and stable operating conditions for the organisation, its Secretariat and staff.

#### ***Formal communication***

40. The Secretariat's formal communication with members is through the SPC focal points

usually located within foreign ministries, although in some countries and territories the focal point is within the Prime Minister's Office, the Ministry of Planning, or within an alternative administrative structure.

***Relationships with other organisations and partners***

41. It is incumbent on the Secretariat and its staff to cooperate fully and to the limit of their capacity with all regional and international development agencies operating in the Pacific.
42. While the Secretariat's primary partners and first points of contact are SPC's members, there are many stakeholders working in the region that SPC collaborates and cooperates with. These agencies can be classified into three main groups, as follows:
  - (a) The family of Pacific regional organisations, including CROP agencies. The Secretariat pays particular attention to coordination, collaboration, cooperation and, where relevant and practical, harmonisation with these agencies to increase efficiency and avoid duplication in delivering services to members and the region, taking into account each organisation's mandate and skills.
  - (b) Aid donors and development partners operating in the Pacific. These include countries, international multilateral agencies, such as the UN family of organisations, together with the European Union and international financial institutions.
  - (c) The private sector, and non-governmental organisations, including faith-based organisations, welfare and volunteer agencies.
43. The Director-General signs memoranda of understanding or such other cooperation agreements and administrative arrangements with other organisations and partners as may be necessary to increase outreach, cooperation and collaboration for the benefit of members and to minimise duplication of efforts and resources.
44. The conditions under which organisations and partners may be admitted as Permanent Observers to the Pacific Community are set out in the SPC Policy on Membership and Observer Status adopted by the 9th Conference of the Pacific Community in 2015, which superseded all prior Pacific Community policies and resolutions on membership and observers.

## ANNEX 1

### CRITERIA AND PROCEDURE FOR APPOINTMENT OF THE DIRECTOR-GENERAL OF THE PACIFIC COMMUNITY

#### Appointing authority

1. The Conference of the Pacific Community, SPC's governing body, is the sole appointing authority for the position of Director-General.
2. The Conference is assisted in this role by CRGA as per the procedures set out in this document.

#### Appointment criteria

3. The Conference appoints the Director-General guided by the following selection criteria:
  - a) Understands technical and regional issues;
  - b) Is sensitive to the needs of the organisation and the region;
  - c) Has technical experience in areas relating to the purpose of the organisation;
  - d) Understands the geopolitical aspects of the region;
  - e) Is a good manager of research, technical and administrative staff;
  - f) Has leadership qualities;
  - g) Is a good communicator both within and outside the organisation;
  - h) Is able to work well with donors;
  - i) Is able to formulate a vision for the organisation;
  - j) Is conversant with the changes occurring in the region that impact on the nature and role of SPC and the services it delivers to members;
  - k) Is conversant with the new architecture for regional institutions and able to lead SPC while also consolidating its expanded role, purpose and modality of service delivery to members;
  - l) Is of good character, standing and integrity, and able to command the respect of members and partners;
  - m) Is able to demonstrate dedicated effort and commitment to the development of Pacific Island countries and territories;
  - n) Is conversant with the principles of organisational change, organisational restructuring and change management; and
  - o) A practical knowledge of SPC's two working languages (English and French) is an advantage and should be taken into consideration.

## **Appointment procedure**

### *Advertisement and applications*

4. The position is widely advertised on recruitment websites and in print and online media, including selected national newspapers in some SPC member countries and territories and regional and international newspapers/journals, to attract a broad range of candidates. A recruitment announcement is disseminated electronically and also faxed to SPC contact points in member countries and territories to encourage applications from the region.
5. All applications are submitted to SPC for registration by the secretariat. Applications from candidates from SPC members are forwarded to the respective home governments for screening advice based on the approved selection criteria.
6. Applicants are required to submit an application online to SPC, addressing the selection criteria and specific responsibilities listed above, and importantly, describing their vision for the Pacific Community. Candidates who are unable to apply online can submit a soft or hard copy application addressing the selection criteria. A detailed curriculum vitae should be provided.
7. The names of three references who can address the applicant's capacity relative to the selection criteria and responsibilities should be provided. Referees' reports, both verbal and written, are required by the Selection Advisory Committee if the candidate is shortlisted.
8. Testimonials may be provided with the application, but are not necessary and are not to be considered a substitute for confidential referees' reports which are sought by the Secretariat on behalf of the SAC.
9. Applicants do not need to have the endorsement of their government to apply. However, governments are to be given the opportunity to screen all applicants originating from their country or territory. There is no limit on the number of candidates from a particular country or territory.

### *Selection Advisory Committee (SAC)*

10. A Selection Advisory Committee is appointed by CRGA to undertake initial screening and shortlisting of applicants.
11. To ensure equitable representation, the SAC is made up of a maximum of eight members – one representative each from the current, previous and incoming chairs of CRGA and one representative from each of the following groups: donor member countries, Melanesia, Micronesia, Polynesia, and French-speaking members. If the representatives of the CRGA chair are also representing any of the other groups the final number of committee members may be less than eight.
12. The incumbent chair of CRGA at the time is to chair the Selection Advisory Committee.
13. It has been decided that members of the Selection Advisory Committee with candidates from their own countries or territories should make their views on the candidate known to the SAC and should then withdraw from the consideration of that candidate during the committee's shortlisting process, rather than from the committee itself.
14. The use of video-conferencing and similar technologies enables meetings of the Selection Advisory Committee to take place between SPC's Noumea headquarters and Suva Regional Office, making it possible for SAC members to be chosen from countries with representation in either Suva or Noumea or further afield where facilities are available.
15. The SAC screens the applications received, determines a shortlist of candidates to be interviewed, conducts the interviews and presents its report to CRGA with a ranked list of up to five candidates considered to be appointable. CRGA considers the report and ranking of the candidates and



recommends one to Conference for its consideration.

### *Role of the Secretariat*

16. The Secretariat, led by the incumbent Director-General, assists the SAC in its task on the understanding that the incumbent is not eligible for reappointment and is not an applicant for the position.
17. The support provided by the Secretariat includes receiving and acknowledging all applications; forwarding all applications received from citizens of SPC members to their respective countries requesting screening advice against the selection criteria; forwarding the applications to each member of the selection committee for consideration for shortlisting; providing support to the chair of the committee as required to coordinate the preparation of a shortlist for interview; seeking references for shortlisted candidates prior to the interviews; coordinating arrangements for a meeting of the committee to conduct the interviews; and assisting the chair in distributing the committee report to CRGA focal points prior to CRGA.
18. The Secretariat's Human Resources Department (SPC-HRD) is responsible for the recruitment procedure of the Pacific Community Director-General.
19. The incumbent Director-General sends all applications for the position to the SPC-HRD. The SPC-HRD then makes (i) an initial assessment, documentation and production of a summary list of candidates with assessment scores against selection criteria, and (ii) suggestions for an initial long-list comprising up to 10 candidates for consideration by SAC, and ends with the completion and signoff of the final selection report by SAC.
20. Specifically, the SPC-HRD assists the incumbent Director-General and SAC as follows: (i) screen all applicants against the key selection criteria; (ii) recommend an initial long-list of up to 10 of the strongest candidates to be submitted to SAC together with the full candidate list for its consideration; (iii) after receiving SAC's long list, proceed to conduct pre-selection telephone interviews with each long-listed candidate and prepare a report on each one for SAC, with a recommendation on which candidates should attend face-to-face interviews with SAC; (iv) on being advised by SAC which candidates are to be interviewed, collect references for the candidates, administer psychometric/emotional intelligence tests and provide the results to SAC prior to the interviews; (v) participate in the interviews to support SAC; and (vi) together with the incumbent Director-General, compile a draft recruitment report for consideration by SAC and finalise the report following the committee's feedback.

### **STAFF REGULATIONS**

21. All appointments at SPC are governed by SPC's staff regulations which state:
  - i. SPC is an equal opportunity employer. Staff appointments are based on merit, without restriction as to nationality. Due attention is given to gender equity and the maintenance of strong representation from Pacific Island professionals. Preference is given to Pacific Islanders, given equal merit, qualifications and experience.

### **TENURE**

22. The Director-General normally holds office for a maximum of six years comprising three consecutive contracts of two years each, with contract renewal dependent on sound performance.
23. The Conference may decide not to renew a Director-General's contract if the annual evaluation yields evidence of unsatisfactory performance. The Conference may also decide to extend the Director-General's term of office beyond the normal six years in exceptional or extenuating circumstances, with an extension under this provision to be restricted to one further two-year term. The nature of the extenuating or exceptional circumstance should be quite apparent at the time such a decision is made by CRGA and Conference.

## **RECRUITMENT TIMETABLE**

24. The timetable for the process of selecting and appointing a Director-General commences with the setting up of the Selection Advisory Committee at the CRGA meeting in the year preceding a conference. The committee includes representatives from SPC member countries and territories as outlined above.
25. The position is advertised with a period of two months (e.g., October – November) allowed for applications.
26. After applications close at the end of the two month period (e.g., end of November), the Secretariat sends the applications to the countries and territories from which candidates originate for screening.
27. By the end of approximately 30 days following the close of applications (e.g., December), observations received from member countries or territories on behalf of applicants are incorporated into the respective portfolios of the applicants before initial screening and short-listing against key selection criteria.
28. Approximately 15-20 days following incorporation of observations (e.g., mid-January), the portfolios of all applicants assessed against the key selection criteria and a recommended long-list comprising up to 10 of the strongest applicants is sent to each SAC member for consideration.
29. At the end of this month (e.g., January), SAC advises the Director-General of its long list for pre-selection interviews to be conducted by the SPC-HRD.
30. In the following month (e.g., February), the SPC-HRD conducts pre-selection interviews, compiles candidate reports for the Director-General and SAC, and recommends the final group of candidates for face-to-face interviews. SAC may ask to see a list of all applications received and add any further candidate(s) it wishes to interview. SAC confirms its list of candidates for face-to-face interviews and determines August dates for interviews. SPC-HRD conducts psychometric testing of short-listed candidates and seek references prior to face-to-face interviews.
31. In the following month (e.g., March), SAC meets to conduct face-to-face interviews of short-listed candidates. The recruitment report is finalised and signed off by SAC.
32. No later than four months after the close of the application period (e.g., April), a CRGA paper and selection committee report is sent in confidence under the Chairperson's signature to members' CRGA focal points for consideration ahead of the CRGA meeting. The report includes a list of up to five candidates that are considered appointable. In accordance with the principles underpinning the enhanced recruitment process approved by CRGA for the recruitment of executive positions at SPC, which require ranking appointable candidates, SAC ranks the appointable candidates for the position of Pacific Community Director-General and submit its recommendation for consideration by CRGA.
33. At its meeting prior to the Conference, CRGA considers the written report prepared by SAC, considers the SAC's ranking of appointable candidates and recommends one candidate to the Conference for its consideration.
34. The Conference considers CRGA's recommendation and makes the final decision on the appointment of the Director-General. The decision making process is to be in line with the Conference Rules of Procedure and, if no consensus can be reached, may therefore involve a vote.

## **C. REMUNERATION OF THE DIRECTOR-GENERAL**

35. SPC's current salary scale has 18 salary bands and was approved by CRGA 40. The Director-General's position was evaluated by Strategic Pay in 2015 as being at 1566 points, placing it objectively above the maximum limit of salary band 18, which has a range of points from 1302 to 1520.

36. In each of the 18 salary bands, individual staff salaries range from 80 to 120 per cent categorised as follows:

<i>Assessed performance</i>	<i>% range</i>	<i>Descriptor / comments</i>
High performance zone	110–120 %	Performance consistently outstanding
Adding value zone	102–110 %	Performance consistently exceeds requirements
Competence zone	98–102 %	Performance consistent with requirements
Developing zone	80–98%	Appropriate for new recruits

37. The salary equivalents for each of the four zones in the Pacific Community Director-General salary band are shown in the following table.

*Salary equivalents for various percentage levels in the Pacific Community Director-General salary band*

<i>Assessed performance</i>		<i>Range</i>	<i>Corresponding salary in SDR (annual)**</i>	<i>Corresponding salary in EURO (annual)*</i>
<i>High performance zone 110–120% of band</i>	<i>This represents the maximum salary zone for the band</i>	<i>120%</i>	<i>185,697</i>	<i>245,907</i>
<i>Adding value zone 102–110% of band Performance consistently exceeds requirements</i>		<i>110%</i>	<i>170,607</i>	<i>225,924</i>
<i>Competence zone 98–102% of band</i>		<i>102%</i>  <i>(100% = midpoint in band)</i>	<i>158,535</i>  <i>155,517</i>	<i>209,938</i>  <i>205,941</i>
<i>Developing zone 80–98% of band (appropriate for new recruits and CEO tracking to full competence)</i>		<i>98%</i>  <i>90%</i>  <i>80%</i>	<i>152,500</i>  <i>140,428</i>  <i>125,338</i>	<i>201,946</i>  <i>185,960</i>  <i>165,977</i>

*(\*) SDR converted at the 2017 budget exchange rate: 1 SDR = 158 CFP, 1 EUR = 119.314 CFP (this rate will vary with monthly currency fluctuations)*

*(\*\*) Total salary includes monthly base salary and the cost of living differential allowance (COLDA)*

38. The level of salary that the Conference offers to the Director-General is to be in one of these four zones. New appointments would be expected to be made at between 80 and 98 per cent of the Pacific Community Director-General salary band, with further movements depending on the outcome of the annual performance assessment. It is the prerogative of Conference to determine the salary level it considers appropriate within the Pacific Community Director-General salary band.

## ANNEX 2

### PERFORMANCE ASSESSMENT OF THE DIRECTOR-GENERAL

#### A) Procedure and criteria for the performance assessment of the Director-General

1. The assessment of the performance of the Director-General is conducted annually by a CRGA Standing Committee comprising the current chair, previous chair and incoming chair, assisted by the Secretariat (Deputy Director-General (Noumea) and Director of Human Resources), and, if necessary, by an independent human resources expert.
2. The role of the CRGA Standing Committee is to:
  - i. assess the Director-General's performance in accordance with the Secretariat's performance management system;
  - ii. review his/her remuneration based on performance outcomes against the key result areas outlined in section B and summarised in paragraph 3 below;
  - iii. determine performance standards for the following year; and
  - iv. provide a report and make recommendations to CRGA.
3. The principal focus for the performance assessment is on the Director-General's performance against his/her performance objectives as presented to and endorsed by the preceding year's CRGA. The performance objectives should be structured in accordance with the specific responsibilities for the position listed in Section B of this document. These responsibilities are grouped under eight broad key result areas that are closely linked to the selection criteria as follows:
  - a. Vision and leadership of SPC
  - b. Organisational policy and development
  - c. Work programme development and management
  - d. Financial security and organisational property
  - e. Appointment and management of staff
  - f. Governing body meetings and annual reports
  - g. National, regional and international relations
  - h. Commitment to the organisation and its role in serving members and contributing to regional development
4. In addition to the self-assessment and other relevant documentation from the Director-General, the Standing Committee may consult independently with members, development partners, members of the SPC management and staff representatives as part of their assessment process.
5. The Director-General submits to the members of the Standing Committee no later than 30 March

each year his/her self-assessment of performance against the performance objectives determined by the preceding year's CRGA, and any other information relevant to the assessment.

6. The Standing Committee convenes following receipt of the self-assessment report to conduct an interview with the Director-General prior to CRGA each year, either in person or by video conference or telephone.
7. The Standing Committee may, if it wishes, conduct the interview at the margins of the CRGA meeting to defray costs. This also provides opportunities for the committee to consult with CRGA members and development partners attending CRGA as well as with members of SPC management and representatives of SPC staff (through the SPC Staff Representative Committees) during the early part of the CRGA meeting before compiling their report to be considered by CRGA, usually on the final day of the meeting.
8. The report by the Standing Committee is tabled and discussed by CRGA *in camera*. The report should provide an overall assessment of the Director-General's performance in accordance with the current organisational performance benchmarks, i.e. unacceptable; needs improvement; fully effective; exceeds; or outstanding.
9. Movements within the salary band are based on the performance rating received and are unrelated to market movement increases, which result in movement in the overall job band.

## **B) Key responsibilities of the director general**

10. The Director-General has full responsibility and authority to lead and manage SPC within the guidelines provided by the Canberra Agreement and the Regulations determined by the Conference and CRGA. He/she develops the vision, sets the goals and objectives, makes decisions, and oversees the planning and delivery of SPC's services to members, including associated resources, policies, procedures and systems to enhance services and measure impacts. In fulfilling these responsibilities, the Director-General is fully accountable to CRGA and Conference for meeting the organisation's objectives.

11. Specifically, the Director-General is responsible for:

### *A) Vision and leadership of SPC*

- i. Providing vision and leadership for the Secretariat of the Pacific Community in pursuing the goals and objectives set out in its corporate plan. In this context, SPC aims to contribute to the achievement of the following key development outcomes: (i) sustainable economic development, (ii) sustainable human and social development, and (iii)

sustainable natural resources management and development.

- ii. Leading the development and review of SPC's strategic plan, monitoring its implementation and impacts, and ensuring the key development outcomes are mainstreamed in other organisational documents including divisional and strategic plans and the joint country strategies.

#### *B) Organisational policy and development*

- i. Maintaining a vibrant policy agenda for the Pacific Community, and recommending reviews and changes for consideration by the governing body to keep the organisation attuned to its working environment.
- ii. Managing the development of the organisational structure to consolidate SPC's place and role in regional development. The Director-General may modify the structure of the organisation from time-to-time to maintain efficiency. However, the approval of CRGA and Conference is required for any major structural change involving consideration of policy directions or cost increases.
- iii. Overseeing SPC's efficient and cohesive operation as a decentralised organisation with offices located in different countries, and regularly appraising the effectiveness of the decentralisation policy.
- iv. Setting annual objectives for both the SPC executive and for the organisation as a whole and being accountable for the results achieved.
- v. Ensuring good communication is maintained both within the organisation and with external constituencies.

#### *C) Work programme development and management*

- i. Ensuring the continued relevance and quality of SPC's work in addressing members' priorities.
- ii. Ensuring all divisional and programme strategic plans address the key priorities of members.
- iii. Ensuring continued improvement to country engagement to identify the key priorities that SPC should support, noting that country engagement and consultation provides the platform for delivery of SPC's technical services to individual members.

- iv. Overseeing the implementation of SPC-wide systems for performance management and monitoring and evaluation to enable assessment of SPC's services in terms of results and outcomes at national level.

*D) Financial security and organisational property*

- i. Overseeing the organisation's financial security, including preparation and revision of the Secretariat's annual budgets, monitoring of expenditure and cash flow, and the annual audit of accounts.
- ii. Supporting initiatives to increase the effectiveness and efficiency of expenditure, work programmes and administrative structures. This includes ensuring work programmes and budgets include performance measurements and align resources with expected results and accomplishments.
- iii. Identifying and pursuing opportunities for new or additional funding to support interventions addressing new and emerging member priorities likely to benefit from regionally delivered services.
- iv. Ensuring the protection, inventory control and safe custody of all Secretariat property and ensuring that such property receives proper care and maintenance.

*E) Appointment and management of staff*

- i. Appointing all SPC staff, based on approved selection processes, including the appointment of all members of the executive.
- ii. Maintaining staff quality by ensuring that objective, merit-based selection methods are followed as set out in the Staff Regulations and Rules.
- iii. Evaluating the performance of all members of the executive using the organisational performance management system.

*F) Governing body meetings and annual reports*

- i. Overseeing the planning, organisation and servicing of meetings of the Secretariat's governing body, the Conference of the Pacific Community, and CRGA, including the timely preparation and circulation of papers and outcome documents.

- ii. Ensuring timely preparation and distribution of an annual report to member governments and territories covering the Secretariat's programme activities and financial operations.

*G) National, regional and international relations*

- i. Maintaining good relations with all member governments and administrations of SPC and ensuring they are kept informed of developments within the Secretariat between governing body meetings.
- ii. Developing and maintaining cooperative working relationships with all Pacific regional organisations and taking advantage of the CROP (Council of Regional Organisations in the Pacific) mechanism to coordinate activities and avoid duplication of work programmes.
- iii. Leading and developing good relationships with international organisations, development partners and funding organisations, including metropolitan members of the Pacific Community and other international organisations working in the region, and chairing annual planning meetings with the Secretariat's key donors.
- iv. Establishing formal understandings or agreements with other regional and international organisations working in the same areas as SPC to identify opportunities for cooperation and minimise duplication.

*H) Commitment to the organisation and its role in serving members and contributing to regional development*

- i. Enhancing the image of SPC and its members at the regional and international level and exploring opportunities to further enhance this image, including through developing new partnerships and seeking new resources to address members' development priorities.
- ii. Guiding SPC's engagement in the region's development agenda against the backdrop of a changing economic, social and political environment.
- iii. Supporting initiatives to increase the synergies and measurable impacts achieved in addressing national priorities through regionally delivered services.



## ANNEX 3

### RULES OF PROCEDURE OF THE CONFERENCE OF THE PACIFIC COMMUNITY

#### FUNCTIONS

1. The Conference functions are as follows:
  - (a) to appoint/renew the Director-General;
  - (b) to establish the high-level, strategic orientations of the organisation, including adopting the Pacific Community Strategic Plan;
  - (c) to consider major national, regional or international policy issues in the areas of SPC's mandate;
  - (d) to adopt changes to the Financial and Staff Regulations proposed by the Secretariat and approved by the CRGA.

#### MEETINGS

2. The Conference meets every two years in June at Ministerial level. Meetings of the Conference are held at SPC's headquarters. Other members may offer to host the Conference. In this case, the obligations of the host country are to be determined by the secretariat and the host country. The Conference decides on the tentative dates and venue for its next meeting.

#### OFFICIAL LANGUAGES

3. The official languages of the meetings of the Conference are English and French.

#### PARTICIPATION

4. The Conference consists of the following:
  - (a) One Representative, Alternatives and Advisers from each member of the Pacific Community;
  - (b) The Director-General, the Deputy Directors-General and other Officers of the Secretariat.
  - (c) One Representative, Alternatives and Advisors from the Permanent Observers to SPC.
5. The Organisation can fund the cost of subsistence and transport, between their country/territory and the place of the Conference meeting, of one Representative from each of the Pacific Island Governments and Administrations. This does not apply to the larger SPC donor membership, including Australia, France, New Zealand and the United States. The Organisation bears no cost for the travel, accommodation and participation of Permanent Observers.
6. The Director-General can invite ad hoc observers to meetings of the Conference. However, the Organisation is not responsible for any expenses related to their attendance at the meetings.

#### MEETING OFFICERS – CHAIRPERSON AND VICE-CHAIRPERSON

7. When the Conference is held at the Headquarters of the Organisation, the Conference elects a Government or Administration to provide the Chairperson for the succeeding Conference. Such Government or Administration normally is one that is not be in a position to act as host to the Conference in the foreseeable future.

8. When the Conference is held elsewhere than the headquarters, the host country/territory nominates the Chairperson.
9. Each Conference elects the Government or Administration that provides the Vice-Chairperson for the succeeding Conference. Such a Government or Administration normally is one that is chosen in alphabetical order of members from among the Pacific Island Countries or Territories.

## **COMMITTEES**

10. The Standing Committee of the Conference is the Committee of Representatives of Governments and Administrations.
11. The Conference nominates at least four Representatives to serve on the Drafting Committee, having regard to the need for equitable representation and the official languages of the Organisation. The Vice-Chairperson of the Conference meeting serves as the Chairperson of the Drafting Committee.

## **MEETING ARRANGEMENTS, AGENDA AND PAPERS**

12. The Secretariat is responsible for the administrative arrangements for meetings of the Conference.
13. A provisional agenda for the Conference meeting is drawn up by the Director-General. The provisional agenda generally includes :
  - (a) a report by the Director-General on action taken by the Secretariat on the resolutions of the previous Conference;
  - (b) a report of the meetings of the Committee of Representatives of Governments and Administrations preceding the Conference;
  - (c) a discussion item on major national or regional policy issues in the areas of competence of the organisation;
  - (d) the appointment/renewal of the Director-General
14. This provisional agenda, together with papers prepared by the Secretariat or submitted by members, is circulated by the Secretariat well in advance of the date set for the meeting. The Secretariat generally endeavours to circulate the meeting papers at least fifteen working days before the meeting date.

## **CONDUCT OF BUSINESS**

15. All Conference meetings are plenary sessions, open to the public, unless the Conference decides otherwise.
16. Two-thirds of the members entitled to attend constitutes a quorum of the Conference.
17. The Chairperson of the Conference has complete control of discussions of any meeting. The Chairperson introduces each item in the Agenda or may call on the Director-General, other officers of the Secretariat or meeting Representatives to do so. After discussion on each item, the Chairperson announces the meeting's decisions.

18. The Chairperson accords the right to speak to Representatives, Alternates or Advisers of Members, to the Director-General or other officers of the Secretariat, to Representatives of Permanent Observers or to invited Special Representatives. Each Conference Representative is entitled to speak at least once on each item, the length of time to be determined by the Chairperson.
19. The Chairperson is directed to observe the Rules of Procedures for the Conference meetings. The Chairperson may call a speaker to order and should rule immediately on points of order.

## **DECISIONS**

20. The Conference decisions are to be made in accordance with the following rules:
  - (a) Members make every effort to decide matters, other than procedural matters, by way of consensus, and there is no voting on such matters until all efforts at consensus have been exhausted;
  - (b) Each Member has one vote;
  - (c) Substantive matters and the classification of matters as procedural or substantive are decided by a simple majority of votes cast, provided that the number of affirmative votes equals at least half the total number of members represented by the Conference.
  - (d) Procedural matters are decided by a simple majority of votes cast, provided that the number of affirmative votes equals at least half the total number of members represented by the Conference;
  - (e) An abstention does not count as a vote.

## **REPORT**

21. All decisions made by the Conference are included in the Conference report. The report is prepared by the Secretariat and sent to all members as soon as possible after the termination of the meeting.

## **MODIFICATION OF THE RULES**

22. The Conference may at any time modify these Rules.

## ANNEX 4

### RULES OF PROCEDURE

#### COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS (CRGA)

1. The Committee of Representatives of Governments and Administrations (the CRGA), together with such sub-committees as may be established, operates in accordance with these Rules of Procedure and relevant decisions of the Conference of the Pacific Community (the Conference).

#### FUNCTIONS

2. The CRGA functions are as follows:
  - (a) to monitor implementation of the Pacific Community Strategic Plan and report thereon to the Conference;
  - (b) to adopt the organisation's budget;
  - (c) to provide governance oversight and guidance to the Secretariat, particularly as regards identifying priorities for SPC's work and resource allocation ;
  - (d) to consider the results and outcomes of SPC's programme of scientific, technical and development work on the basis of an annual Results Report prepared by the Secretariat;
  - (e) to debate and approve strategic policy issues for the organisation put forward by the Secretariat and by member countries and territories;
  - (f) to adopt and modify SPC's Financial and Staff Regulations;
  - (g) to consider the annual accounts and audit reports (internal and external);
  - (h) to assist the Conference with the appointment of the Director-General;
  - (i) to conduct annual performance evaluations of the Director-General and make relevant recommendations to the Conference on that basis.

#### MEETINGS

3. The CRGA meets once a year at SPC Headquarters in Noumea, except during the years the Conference of the Pacific Community is convened, when the CRGA meets immediately prior to the Conference of the Pacific Community at the same venue.

#### OFFICIAL LANGUAGES

4. The official languages of the meetings of the CRGA are English and French.

#### PARTICIPATION

5. The CRGA consists of the following:
  - (a) One representative, Alternates and Advisers from each member of the Pacific Community.

- (b) The Director-General, the Deputy Directors-General and other Officers of the Secretariat.
  - (c) One representative, alternates and advisers from each Permanent Observers to SPC.
6. The Organisation can fund the cost of transport, between their country/territory and the place of the CRGA meeting, of one Representative from each of the Pacific Island Governments and Administrations. This does not apply to the larger SPC donor membership, including Australia, France, New Zealand and the United States. The Organisation bears no cost for the travel, accommodation and participation of Permanent Observers.
  7. The Director-General can invite Ad Hoc Observers to CRGA meetings. However, the Organisation is not be responsible for any expenses related to their attendance at the meeting.

#### **MEETING OFFICERS – CHAIRPERSON AND VICE-CHAIRPERSON**

8. Representatives of members provide a Chairperson and Vice-Chairperson for each meeting, to be chosen in alphabetical order of CRGA members. In the event that the Chairperson is unable to attend the meeting, the Vice-Chairperson assumes the Chair. The Vice-Chairperson becomes the Chairperson of the succeeding meeting.

#### **DRAFTING COMMITTEE**

9. The Vice-Chairperson of the CRGA meeting serves as Chairperson of the Drafting Committee. The CRGA nominates at least four Representatives to serve on the Drafting Committee, having regard to the need for equitable representation and the official languages of the Organisation.

#### **MEETING ARRANGEMENTS, AGENDA AND PAPERS**

10. The Secretariat is responsible for the administrative arrangements for the meetings of the CRGA.
11. A provisional agenda for the CRGA meeting is drawn up by the Director-General. This provisional agenda, together with papers prepared by the Secretariat or submitted by Committee members, are circulated by the Secretariat well in advance of the date set for the meeting. The Secretariat endeavours to circulate the meeting papers at least fifteen working days before the meeting date.

#### **CONDUCT OF BUSINESS**

12. All CRGA meetings are plenary sessions, open to the public, unless the Committee decides otherwise.
13. The Chairperson of the CRGA meeting has complete control of discussions at any meeting. The Chairperson introduces each item in the Agenda or may call on the Director-General, other officers of the Secretariat or meeting Representatives to do so. After discussion on each item, the Chairperson announces the meeting decisions.
14. The Chairperson accords the right to speak to Representatives, Alternates or Advisers of Members, to the Director-General or other officers of the Secretariat, to Representatives of Permanent Observers or to invited Special Representatives. Each CRGA Representative is entitled to speak at least once on each item, the length of time to be determined by the Chairperson.
15. The Chairperson is directed to observe the Rules of Procedures for CRGA meetings. The Chairperson may call a speaker to order and rule immediately on points of order.

#### **DECISIONS**

16. The CRGA decisions are made in accordance with the following rules:
- (a) The Committee makes every effort to decide matters, other than procedural matters, by way of consensus, and there is no voting on such matters until all efforts at consensus have been exhausted;
  - (b) Each Member has one vote;
  - (c) Procedural matters are decided by a majority of votes cast;
  - (d) Any change in the scale of assessment having the effect of increasing the contribution by a Member requires the consent of that Member;
  - (e) All matters, except as provided for in sub-paragraphs (c) and (d) of this paragraph, but including whether a matter is procedural, are decided by the affirmative vote of two-thirds of all Members present;
  - (f) An abstention does not count as a vote.
  - (g) Proxy votes are not allowed.

## **REPORT**

17. All decisions made by the CRGA are to be included in the Committee's Report to the Conference. The report is prepared by the Secretariat and is sent to all members of the Committee and Special Representatives as soon as possible after the termination of the meeting.

## **MODIFICATION OF THE RULES**

18. The CRGA may at any time modify these Rules, taking into consideration the Rules of Procedures for the Conference of the Pacific Community.

## ANNEX 5

### MEMBERS OF THE PACIFIC COMMUNITY

NAME	DATE OF ACCESSION TO THE CANBERRA AGREEMENT	STATUS
<b>American Samoa</b>	*	Member (Territorial administration)
<b>Australia</b>	1947	Member (Participating Government)
<b>Cook Islands</b>	1980	Member (Participating Government)
<b>Federated States of Micronesia</b>	*	Member
<b>Fiji</b>	1971	Member (Participating Government)
<b>France</b>	1947	Member (Participating Government)
<b>French Polynesia</b>	*	Member (Territorial administration)
<b>Guam</b>	*	Member (Territorial administration)
<b>Kiribati</b>	*	Member
<b>Marshall Islands</b>	*	Member
<b>Nauru</b>	1969	Member (Participating Government)
<b>New Caledonia</b>	*	Member (Territorial administration)
<b>New Zealand</b>	1947	Member (Participating Government)
<b>Niue</b>	1980	Member (Participating Government)
<b>Northern Mariana Islands</b>	*	Member (Territorial administration)
<b>Palau</b>	*	Member
<b>Papua New Guinea</b>	1975	Member (Participating Government)
<b>Pitcairn</b>	*	Member (Territorial administration)
<b>Samoa</b>	1965	Member (Participating

		Government)
<b>Solomon Islands</b>	1978	Member (Participating Government)
<b>Tokelau</b>	*	Member (Territorial administration)
<b>Tonga</b>	*	Member
<b>Tuvalu</b>	1978	Member (Participating Government)
<b>Vanuatu</b>	*	Member
<b>Wallis and Futuna</b>	*	Member (Territorial administration)
<b>United States of America</b>	1947	Member (Participating Government)

*\* The Resolution of the 23rd South Pacific Conference held in Saipan, Northern Mariana Islands, from 1-7 October 1983, expanded the membership of SPC to include all then-current members, including some countries and territories that had not at the time individually acceded to the Canberra Agreement. This internal administrative practice has been observed without interruption since that date and was again recognised by a Resolution of the 9th Conference of the Pacific Community, held in Alofi, Niue, from 3-5 November 2015, which adopted new policies on governance arrangements and superseded all prior SPC policies and resolutions on membership and observers.*



**Annex B**

**Standards of Conduct for the Director-General of the Pacific  
Community**



ORIGINAL: ENGLISH

### **Standards of Conduct for the Director-General of the Pacific Community**

- (1) Consistent with the provisions of article XIII §41 of the Canberra Agreement, the Director-General shall exercise the functions of chief executive officer of the Pacific Community (SPC). The Director-General is fully accountable to the Committee of Representatives of Governments and Administrations (CRGA) and the Conference of the Pacific Community (Conference) for any failure to meet the organisation's objectives.
- (2) The Director-General shall be subject to the Staff Regulations and Policies of the Organisation in so far as they can be applied to him/her. In particular he/she shall not hold any other administrative post, and shall not receive emoluments from any outside sources in respect of activities relating to the organisation. He/she shall not engage in business or in any employment or activity which would interfere with his/her duties in the organisation. He/she shall ensure that there is not even the appearance of a conflict of interest.
- (3) The Director-General shall further commit to:
  - ensuring staff and management compliance with regulations, rules and all relevant policies and guidelines consistently, at all levels throughout the organisation;
  - the highest standards of ethical conduct, by demonstrating a zero tolerance for violations of the organisation's regulations and policies, and ensuring that all Secretariat decisions and actions are informed by accountability, transparency, integrity, respect and fairness; and
  - the responsible stewardship of resources, including:
    - efficient, transparent and effective use of financial resources;
    - skilled management of human resources in alignment with the organisation's mandates and priorities, and consistently with staff rules;
    - swift implementation of independent audit recommendations; and
    - timely issuance of official documentation, particularly related to preparation for governing body meetings.
- (4) Failure to comply with these Standards of Conduct may result in action by the Conference.
- (5) In cases of gross negligence and serious misconduct the appointment of the Director-General may be terminated by the Conference.

**Annex C**

**PACIFIC COMMUNITY 70TH ANNIVERSARY DECLARATION**



Pacific  
Community  
Communauté  
du Pacifique

## PACIFIC COMMUNITY 70TH ANNIVERSARY DECLARATION

*Noumea, New Caledonia – 27 July 2017*

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We, the representatives of the governments and administrations of the Pacific Community (SPC) member countries and territories, convening in Noumea on 27 July 2017, following the discussions at the Tenth Conference of the Pacific Community:

### *A dynamic organisation*

- i. Salute the pathway that SPC has been following for more than 70 years towards greater inclusiveness and regionalism by opening its membership in 1983 to the entire Pacific region, including the non-sovereign territories.
- ii. Recognise the significant contribution made to the region through SPC by secretariat staff, development partners, countries and territories and their leaders over the past seven decades.
- iii. Express our full support for SPC's modernisation and transformation process, which requires consolidating our existing relations and fostering new partnerships.

### *Towards innovative partnerships*

- iv. Acknowledge that, in line with Sustainable Development Goal (SDG) no. 17 calling to 'Strengthen the means of implementation and revitalize the global partnership', the SDGs and regional priorities cannot be achieved without the involvement of all stakeholders, including governments, businesses, civil society, the academic and research community, peoples, communities, and development partners.
- v. Acknowledge that innovative partnerships for sustainable development share certain common traits, in particular effectiveness, a modern approach, accountability, transparency, equity, balanced participation, a focus on the general interest and creativity.
- vi. Acknowledge that innovative partnerships contribute to the establishment of more inclusive and more sustainable societies, contribute to the well-being of peoples by facilitating access to basic services, in an environmentally sound manner, and constitute a means for implementing the 2030 Agenda for Sustainable Development.

- vii. Affirm our commitment to pursue innovative partnerships serving the Pacific so as to address the challenges of the future, achieve the SDGs, and ensure greater sustainability, peace and prosperity.
- viii. Congratulate the Pacific Community on its technical cooperation agreement with the International Atomic Energy Agency (IAEA) – a new and innovative partnership.
- ix. Task the Secretariat to:
  - a. establish across SPC's work programmes a *Pacific Community Centre for Ocean Science*; and
  - b. explore the purpose and feasibility of developing a multi-stakeholder *Pacific Hub for Learning and Innovation*.
- x. Underscore that these initiatives should advance the development goals articulated in the Pacific Community Strategic Plan 2016–2020; complement, without duplicating, existing regional approaches; encourage broadest possible stakeholder engagement by government, business, civil society, the academic and research community, and peoples and communities; and be financially sustainable.
- xi. Affirm our commitment to SPC sharing this aspiration for the development of a new regional partnership paradigm, inspiring all of the Council of Regional Organisations in the Pacific (CROP) organisations, and convincing our international and regional partners of the soundness of this process.

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